

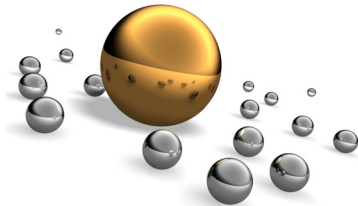


**Becoming a leader is the same process as becoming a whole, healthy and integrated human being**

## The integrated human-being approach to leadership development

*More than a collection of skills and capabilities, leadership is about beliefs and identities. At the end of the day, who are you as a leader?*

We know that leaders are different from managers, specialists or team players. Leaders move organisations forward to new places, and inspire others to follow them. Great leaders use different identities or play a variety of roles. By better understanding those roles, leaders can improve their performance.

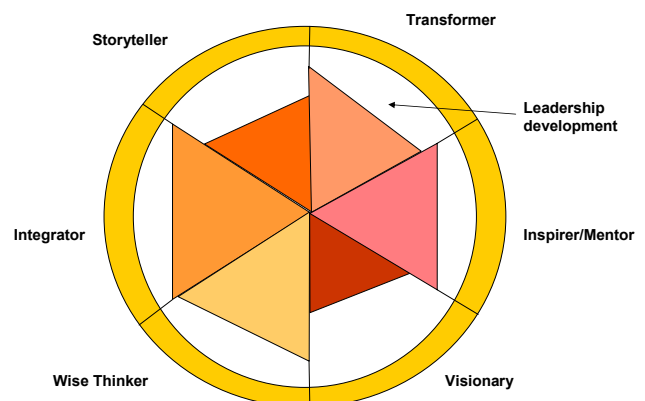


Leaders can achieve that understanding by assessing their current performance using specially developed tools. Diagnostic tools are highly valued among top leaders in virtually all business areas. Organisations can use the results to make key decisions in planning their future strategies.

Q. Learning's Leadership Diagnostic Tool (LDT) was developed with SOLACE to give organisations a new analytical tool that really pinpoints their leaders' strengths and weaknesses across six leadership identities. Leaders who keep all six leadership identities in balance - through their own ability or through using others' talents appropriately - create a smooth ride for their organisation. The bigger the wheel, the faster the pace.

The Q. Learning leadership model and diagnostic tool were developed following a year of research. Feedback was reviewed and analysed from CEOs and directors in both the public and private sectors. A model was created that defined the six leadership identities. Key national and corporate organisations were then involved in piloting the diagnostic tool. Hundreds of leaders in dozens of organisations have since used the tool.

'For the leaders I have studied, character has to do with who we are, with how we organize our experience. The great psychologist William James described it as "the particular mental or moral attitude [that makes one feel] most deeply and intensively active and alive ... a voice inside which speaks and says, 'This is the real me.'" Effective leaders - and effective people - know that voice well. They understand that there is no difference between becoming an effective leader and becoming a fully integrated human being.' Warren Bennis, *The Leadership Advantage* 1999.



## The Leadership Model

### Q. Learning's six leadership identities

As all leaders are human, the six leadership identities include three of the five senses visual (see), auditory (hear) and kinaesthetic (feel and touch) as well as the human cognitive brain powers; the ability to move, to grow and to reproduce.

- Visual: the ability to see and to show - is called **Visionary**
- Auditory: the ability to hear and to tell - is called **Storyteller**
- Kinaesthetic: the ability to feel and to touch and is linked to the abilities to grow and to reproduce - is called **Inspirer/Mentor**
- Cognitive: the ability to think and to explore - is called **Wise Thinker**
- Movement: the ability to move and to shift things - is called **Transformer**
- Self and other: the ability to have integrity and to collaborate - is called **Integrator**

	<b>Inspirer/ Mentor</b>	Leaders breathe life into individuals, initiatives, projects, teams, communities and organisations: generating new possibilities from previously unformed information. They recognise the need to nurture others in the organisation.
	<b>Visionary</b>	This role is about the leader changing the perspectives of individuals, teams, the community and the organisation to create the long term, integrated picture for the community through partnerships.
	<b>Storyteller</b>	Leaders listen to what is being said; communicate simply and in creative ways that 'click' with all people. They believe that a message received is more important than a message sent. Without a story for how to move forward stakeholders are unable to take part fully.
	<b>Wise Thinker</b>	In this role, leaders think through solutions, and believe in the need for philosophizing about why projects and initiatives are being undertaken and encourage longer-term thinking.
	<b>Transformer</b>	Leaders organise energy towards success, act by taking and managing risk and are able to communicate purposefulness through teams to the entire organisation. Leaders have the drive to ensure that people understand the processes for change, the steps for getting there and the performance management for realising success.
	<b>Integrator</b>	Leaders have real clarity about what is right and wrong and their integrity fits with their belief about the impact on staff and with what they believe the organisation needs. The integrator is a collaborator who brings different stakeholders into the frame.

## Leadership and Storytelling

Over the years we've seen leaders' scores fit into similar ranges for five of the six leadership styles. The range of scores for Storyteller are significantly different - scoring an average of 10 points lower than the other five roles.

'Leaders are capable of deep listening. Gandhi demonstrated that when he travelled throughout India learning the heart of his people. But what distinguishes leaders from, say, psychotherapists or counsellors is that they find a voice that allows them to articulate the common dream... I have yet to see public speaking listed on a resume. We seem to regard the ability to galvanise an audience as something tawdry, even dangerous. Yet it was the eloquence of Martin Luther King Jr., grounded in the cadences of thousands of his father's sermons, that gave him the voice of a national, even international leader... Effective leaders put words to the formless longings and deeply felt needs of others. They create communities out of words.'  
*Warren Bennis, The Leader as Storyteller.*

In a complex, flat world, people look to their leaders to make meaning and help them understand. The capacity for listening, the facility to use analogy and metaphor, and the ability to project and inspire - these are aspects of leadership that our research shows are most in need of development.



## Leadership Products

### Introduction to Leadership and the Q. Learning Leadership Model

A high-level introduction to the concepts of leadership and to the six leadership styles model.

#### Outcomes

- Appreciate excellence in leadership in different contexts - business and public service; politics, history and religion; science and the arts.
- Understand the Q. Learning leadership model and the definitions of the six styles.
- Prepare for personal, 360 degree or organisational assessment using the Leadership Diagnostic Tool.

**Audience** – Leadership teams

#### Duration and delivery

- 1 day
- Workshop or Away Day(s) with a Q. Learning senior consultant

### Leadership Development Programme

Tailored programme for leadership development designed to stretch individual leaders and to focus attention on the role of leadership in improving the organisation.

#### Outcomes

- Receive feedback from the Leadership Diagnostic Tool and gain an in-depth understanding of the Q. Learning model.
- Engage in development activities to stretch and challenge leaders inside each of the six leadership styles.
- Establish an individual leadership development plan, and join-up the leadership team's plans with the organisation's performance improvement strategy.

**Audience** - Organisational or departmental leaders.

#### Duration and delivery

- Two days.
- Interactive workshops
- Option for pre- and post-course coaching and 1:1 feedback.
- Q. Learning also hosts a 20-day Leadership in Business NLP Programme.

### Consultancy and Coaching for Leadership

Consultancy support to devise and develop leadership strategies for an organisation, and executive coaching for senior business leaders.

#### Outcomes

- Leadership strategy programmes as part of business improvement and organisational development.
- Discrete leadership projects, such as succession planning, selection and assessment, and capacity-building.
- Executive coaching for senior leaders to develop personal performance and business strategy.

**Audience, Duration and Delivery** – Senior consultancy support and executive coaching by agreement.

